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WASHINGTON, D.C. 20548

April 24, 1973

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Mr. Briggs

Dear Airlie Participant:

The conference at Airlie House on improving productivity in the Federal sector produced a number of questions, comments, and recommendations. Attached for your information are the summary comments presented by the five subgroups. Only highlights are shown. The full conference proceedings will be available at a later date.

To keep you abreast of the occurrences subsequent to Airlie, we would like to mention that an Advisory Panel to the joint project team has been established. There are 11 members on the panel; all Airlie participants. Their names are attached.

To provide for wider input to the project team and to capitalize on our experience at Airlie, we would like to solicit your assistance. The request covers the need to identify activities in agencies in which behavioral science applications are being utilized, plus suggestions you may have which could be of value to the joint team. Specifically:

1. Briefly describe for us some of the more successful activities in your organization (department, administration, bureau, etc.) which have had a positive result in terms of creating a better organization climate whether increased productivity resulted or not.
2. Please provide any suggestions you may have as to the kind of behavioral science experiments or research that the joint project team might undertake that would provide useful information to Federal managers.

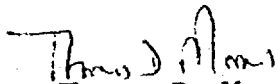
Attached is a list of some of the kinds of behavioral science activities to which we refer, most of which were covered at Airlie House.

Responses to the above request should be submitted at your earliest convenience, and no later than May 11, 1973, to:

The Joint Productivity Project Team
Room 6111 - GAO Building
441 G Street, NW.
Washington, D.C. 20548 Stop #308

Thank you for your cooperation. We will keep you apprised of significant developments as they occur. If you have any questions, please call 386-6554.

Sincerely,


Thomas D. Morris

Attachments

S U B G R O U P

H I G H L I G H T S

SUBGROUP I

Contemporary Concern with Job Dissatisfaction and Work Alienation

Strategies for change recommended by Group I:

1. Identify conditions or situations in the Federal Government that hinder effective change, i.e., rules and regulations, classification standards, average grade requirements, traditional procedures, etc.
2. Provide for agency participation in developing Federal-wide motivational improvement programs, i.e., tailor programs to particular agency needs.
3. Develop educational and training programs, seminars, etc., to promote a better understanding of organizational problems and techniques for their solution.
4. Study the need for the array of supervisory (authority) levels that exist in government.
5. Develop pilot programs providing for the lateral transfer of executives to temporary positions in other agencies.
6. Explore the use of incentives and other positive reinforcements that will reward innovation and risk taking behavior on the part of managers.
7. Conduct studies focusing on orienting agencies towards harmonizing both organizational and people requirements.
8. Develop an effective network of agency personnel to promote the transfer of learning among Federal agencies.

SUBGROUP II

The Organization and Design of Jobs

1. Manipulation of the job environment in order to stimulate productivity is wrong and in the long run probably fruitless.

2. The environment of the job should be made as stimulating as possible to the employee.

3. We see dim hope of significant improvement of the job environment if it is proposed on the premise of productivity improvement.

4. If we want to demonstrate the interest to central managers of job environment improvement we have to develop hard facts.

5. We suggest an urgent priority to improving techniques of work measurement and productivity measurement so as to convince central management of what does and what does not work.

SUBGROUP III

New Concepts in Labor-Management Relations

1. Unions are here to stay.
2. The joint OMB/CSC/GAO project team should consider briefing unions in their activities.
3. Productivity measurement and performance evaluation are not completely ~~correlary~~. The two should be kept separate.
CORRELATIVE.
4. We think it is very vital that managers learn to relate and have dialogue with their employees.
5. How does the employee get his fair share of additional output? We don't think the present reward system is proper.
6. Speakers have talked about faith, confidence, and trust. These are important factors for a harmonious management relation.

SUBGROUP IV

Work Scheduling

1. Central management should actually support tests in the area of flexible or rearranged work weeks.
2. Training and education is important. Employees must be indoctrinated thoroughly with the new work scheme.
3. Some of the barriers to new work weeks include the inertia of management, the necessity to consult and coordinate with unions, as well as regulations and statutes.
4. We propose that a sound administrative interpretation of the present regulations and statutes be obtained.
5. Representative areas for conducting tests should be derived and legal constraints removed for the conduct of these tests.

SUBGROUP V

Participative Management in Decisionmaking

1. Participative management is essential. It must be practiced with discretion to be effective in every circumstance.

2. Barriers in the Government hinder the application of productivity improvement techniques. These barriers include:

a. A substantial incompatibility between greater productivity and management controls such as manpower and financial ceilings, average grade constraints, and civil service classification standards.

b. A lack of a comprehensive set of principals in administering and managing productivity improvement programs.

c. The budget decisionmaking process, particularly the budget review and examination element of OMB, and the management control mechanism in the Federal Government.

3. Without a set of principals or a basic design for administering improvement efforts, such as participative management, we run the severe risk that productivity will become another fad.

Advisory Panel Members

Jack Besansky, Program Examiner
Human Resources Program Division, OMB

Melvin Baker, Comptroller
Defense Supply Agency, DOD

Dave Spevacek, Management Analyst
Executive Development and Training Branch, OMB

Eugene Hagburg, Director
Postal Service Management Institute, U.S. Postal Service

George Maharay, Director,
Division of Personnel, AEC

Tony Ingrassia, Director
Office of Labor-Management Relations, CSC

John Cole, Deputy Director
Bureau of Policies and Standards, CSC

Leonard Pouliot, Associate Assistant Secretary for
Administration and Management, DOL

Terry Jackson, Assistant to the Executive Director
National Commission on Productivity

David Sirota, President, David Sirota Associates, Inc.
Management Consultants in the Behavioral Sciences

Harold Sheppard, Staff Social Scientist
The W.E. Upjohn Institute for Employment Research

Behavioral Science Activities

Job Enrichment - Redesign of jobs and work groups.

Participative Management - ~~Employee~~ participation in decisions, results orientation, etc.

Organization Development - Team building, group dynamics, and other group processes.

Employee Research - Attitude and management style surveys, manpower utilization, etc.

Work Week Changes - Four-day, flexible, and other new work week styles.

Personal Development - Planned individual career programs, etc.

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